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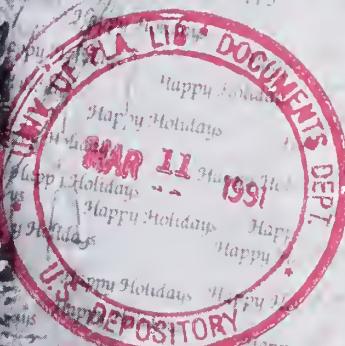


USA REC Dec. 1990

Recruiter Journal

USA REC

Dec. 1990



Get an Edge on Life



1 November 1990

Dear General Wheeler:

Jack

Congratulations to you and your staff for a super performance in recruiting Army nurses for the Active and Reserve forces. Your example demonstrates that persistence and believing in your ability to produce really pays off.

Thank you so much for the time and effort you have given to this worthy cause. The recruitment of nurses in sufficient numbers is still critical to maintaining the solid foundation of the Army Medical Department. We appreciate your assistance and thoughtful leadership.

With best professional regards.

Sincerely,

Frank

FRANK F. LEDFORD, JR.
Lieutenant General
The Surgeon General

MG Jack C. Wheeler
Commanding General
U.S. Army Recruiting Command
Fort Sheridan, IL 60037

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■ It is published monthly using offset printing by the Public Affairs Office, U.S. Army Recruiting Command, ATTN: RCAPA-PA, Building 103, Fort Sheridan, IL 60037-6020; AUTOVON 459-7003, commercial (708) 926-7003. Printed circulation: 12,000

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■ Subscriptions may be obtained through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C., 20402.

■ Deadline for submission of material is the first of the month prior to publication.

■ Second class postage pending at Highland Park, Illinois, and at additional mailing offices.

POSTMASTER — Send address changes to:
Commander, U.S. Army
Recruiting Command,
ATTN: RCAPA-PA,
Building 103, 2d Floor,
Fort Sheridan, IL 60037-6020

Vol. 43, Number 16

USAREC

Dec. 1990

Recruiter Journal

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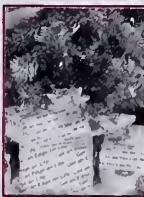
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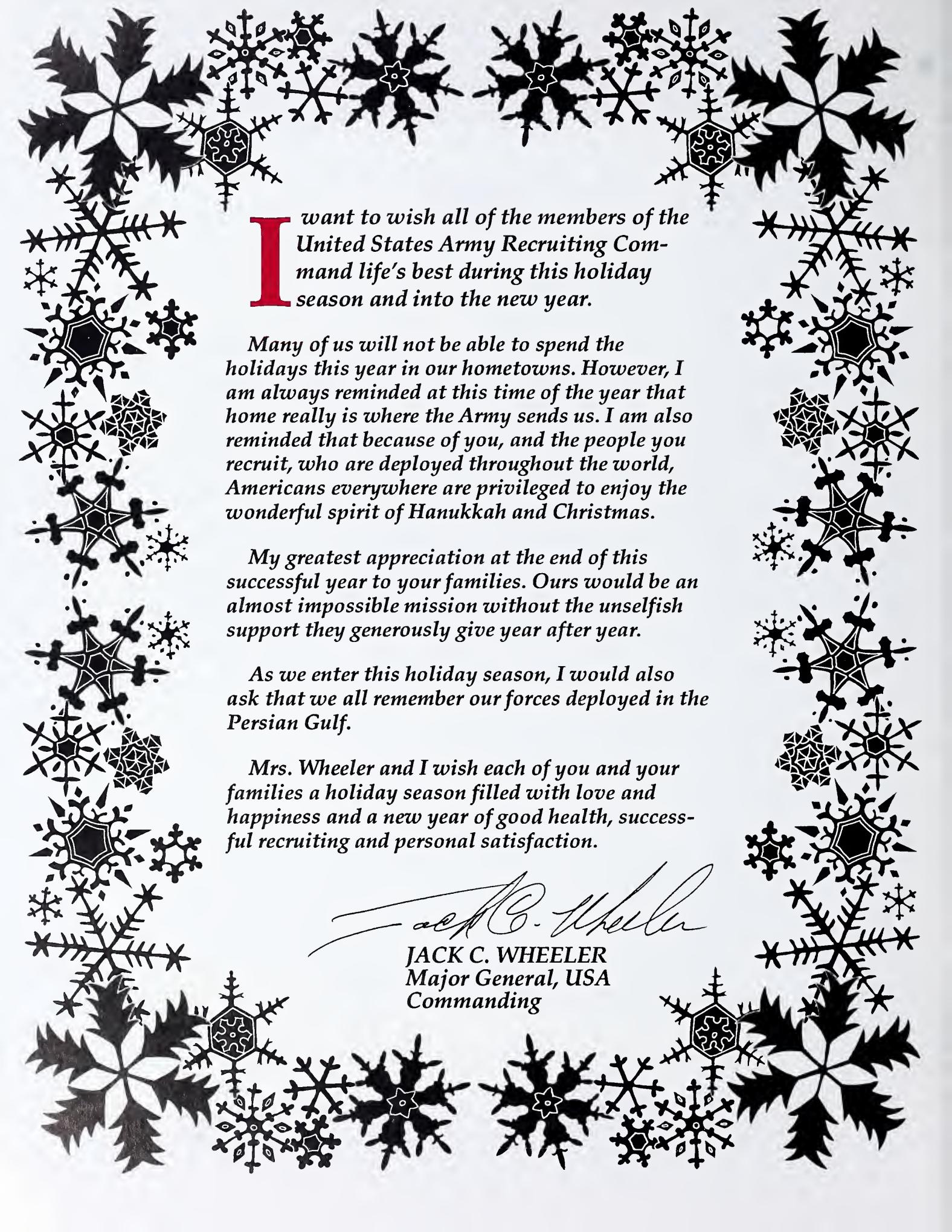
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From the Recruiter Journal staff . . .

We wish you all a safe and happy holiday season!



Iwant to wish all of the members of the United States Army Recruiting Command life's best during this holiday season and into the new year.

Many of us will not be able to spend the holidays this year in our hometowns. However, I am always reminded at this time of the year that home really is where the Army sends us. I am also reminded that because of you, and the people you recruit, who are deployed throughout the world, Americans everywhere are privileged to enjoy the wonderful spirit of Hanukkah and Christmas.

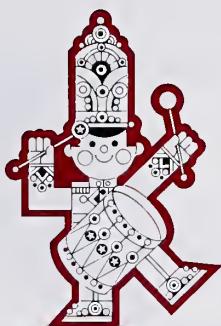
My greatest appreciation at the end of this successful year to your families. Ours would be an almost impossible mission without the unselfish support they generously give year after year.

As we enter this holiday season, I would also ask that we all remember our forces deployed in the Persian Gulf.

Mrs. Wheeler and I wish each of you and your families a holiday season filled with love and happiness and a new year of good health, successful recruiting and personal satisfaction.



JACK C. WHEELER
Major General, USA
Commanding



Bonus kicker

■ A \$2,000 seasonal enlistment bonus awaits those who ship before December 31, 1990, in 27 Army MOSs.

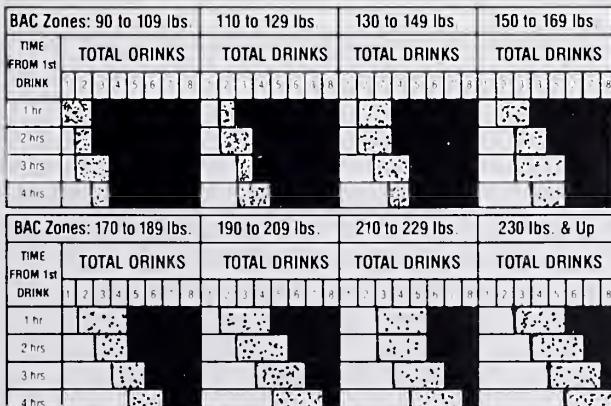
The bonus is in addition to enlistment bonuses up to \$6,000 in some MOSs. Other MOSs offer only the \$2,000 seasonal bonus.

The bonus is only available to high school degree grads, Cat I-IIIA, who enlist in the selected MOS and leave for basic before the end of the year. The seasonal bonus may not be combined with the Army College Fund.

Seasonal bonuses are only offered occasionally as a management tool to help even the flow of training seats.

DON'T DRINK AND DRIVE!

BLOOD ALCOHOL CONCENTRATION (BAC)



SHADING IN THE CHARTS ABOVE MEAN

□ (01% - 04%) Seldom illegal ■ (05% - 09%) May be illegal ■ (10% & Up) Definitely illegal

Station mission test complete

■ The station mission test, conducted in 2d Brigade and selected other battalions since October 1989, ends 1st quarter FY 91.

Beginning Jan. 1, 1991, battalions now using station missioning will revert back to the normal method of mission assignment, station operations and award point computation.

Sufficient data has been collected for analysis and will be used to determine future testing.

LEADS reporting eliminated

■ LEADS cards now travel with a one-way ticket to recruiting stations. Cards no longer return to the LEADS center for evaluation.

The weekly activity listing, monthly command LEADS disposition report, monthly summary LEADS disposition report and monthly overdue

report were discontinued as of Nov. 1, 1990.

A reduction in advertising resources has led to the elimination of the LEADS closed-loop system, says CPT Lance Roser, chief of the Direct Marketing Branch, "but we are maintaining our TV, mail and print programs to obtain high quality leads for the recruiters."

All 200-2A cards now in recruiting stations should have the address, return address and Business Reply Mail block blanked out with a black marker to prevent the card from inadvertently being mailed.

The bonus prospect listing and monthly command status report will continue to be mailed monthly; however, follow-up and administration will be the responsibility of local commanders.

POC for this action is CPT Roser, (708) 926-5115 or AV 4590-5115.

Hotlines open

■ Army toll-free numbers for family members of service members in Operation Desert Shield are:

- Family Information Line: 1-800-833-6622
- Hotline Desert Shield: 1-800-542-9254
- Reserve Civilian Job Rights: 1-800-336-4590
- Survivor Benefit Plan: 1-800-428-2290
- Internal Revenue Service: 1-800-424-3676
- Social Security: 1-800-234-5772



Substitutions allowed

■ During 1st quarter FY 91, the following policy changes are in effect to stimulate production and maximize 1st quarter accessions:

- NMAs (non-high school grads Cat I-IIIA, 19 years of age or older) and prior service will substitute for GMB, GFB, HMA and GM4, if they access during 1st quarter.
- Prior service applicants whose MOS is frozen may retrain into MOS 18XI, 18XA, 98XL or 97EL. If not qualified for those MOSs, they may retrain into any other MOS they are qualified for and in which training exists during 1st quarter FY 91.

POC for this action is MAJ Nepil, HQ USAREC, (708) 926-3443 or AV 459-3443.

Reservist health care

■ The Internal Revenue Service has given notice that employers must continue health care coverage for called-up Reservists and their families, if the Reservists so desire and if they are willing to pay the premium for the coverage.

The Consolidated Omnibus Budget Reconciliation Act of 1985 allows employees who leave their jobs for any reason to continue being covered by their ex-employer's health plan, at their own expense, for up to 18 months. The former employer may end the coverage if the person and family begins coverage under another group health plan.

But the IRS has said that military health benefits (including CHAMPUS) available to the families of activated Reservists are not a "group health plan" as the IRS code defines it. Therefore, employers may not stop Reservists' health benefits without their consent.



Write the editor

■ The *Recruiter Journal* will begin a Letters to the Editor department in the near future. The only thing that is needed is letters from you, our readers.

If you have questions, comments, or concerns to be aired, send us a letter. If your letter requires a response, we will search out the answer.

We hope that this department will serve the needs of the USAREC community.

Address your letters to:
HQ USAREC
ATTN: RCAPA-PA
(Editor, *Recruiter Journal*)
Bldg. 103, 2d Floor
Ft. Sheridan, IL 60037-6020

Matters of Integrity

Applicant Medic has been enlisted by Recruiter Bandaid. Applicant Medic has a history of depression and was treated. Recruiter Bandaid is told all about the medical condition while he is getting the parental consent at the applicant's home. Recruiter Bandaid does not list the medical condition on any enlistment processing forms and tells Applicant not to worry about it as "it happened years ago." Applicant Medic thinks no more about it. Applicant Medic ships. While at basic training, there is another bout with depression and it is learned that Applicant Medic has a long history of depression. What happens now? (See solution on page 25.)

Help yourself

Recruit a recruiter

So you think your mission is too high and there isn't a thing you can do about it? Well, guess what — there *is* something you can do about it. Recruit a USAR recruiter.

Part of the missioning process is looking at the total recruiter authorizations and assigning the mission to that number.

This is for authorizations, not "fox-hole" fills. For every vacant, non-producing foxhole in the field, recruiters get a little extra mission in their mission box to make up the deficit. You, the field recruiters, can help fix that. Recruiting battalions are responsible for filling their own foxholes or identifying recruiters/applicants who are willing to move to valid vacancies — and you are part of that battalion.

You can and should, in your wandering around in your troop program units, be looking for potential recruiter applicants. They

should be NCOs with the ranks of sergeant through sergeant first class who are looking to "be all they can be." Many of these potential recruiters will tell you they have great civilian jobs — some of them sales — or that they can't afford to go on active duty. Be the best salesperson you can be and sell them on recruiting duty. Help yourself!

Of course we're looking for the best. We want sharp NCOs who will meet the criteria established in Army Regulation 601-1 and who have those same high standards that you have. They must:

- Have a GT score of 110 (waivable to 100).
- Be at least 21 years old and not have reached their 36th birthday (waivable).
- Be a high school graduate or have a GED with one year of college.
- Have no more than 12 years of active federal service (waivable).



SGM James C. Dickerson III

- Be able to serve five years in an active duty status before becoming eligible to receive military retired pay or before being subject to mandatory removal (non-waivable).

Additionally, they must have good health, favorable military and civilian disciplinary records, and marital, financial, and emotional stability that will not hamper performance on recruiting duty.

Now, how do you sell this super NCO? You sell yourself! If you have been successful (and most USAR recruiters have been), you sell your own success. Show that NCO how you grew into that success, how you learned to sell and how you have benefited from the job.

And just as you have explained the benefits and features of the Army Reserve to hundreds of other applicants, you can explain the benefits and features of being a USAR

recruiter (i.e., pay, allowances, promotions, travel). Understanding, too, that while you may not be able to sell every good NCO on the recruiter program, we still make the attempt, we still make the pitch.

Historically, the command has been short about 100 USAR recruiters nationwide. That would mean there is a potential for a new USAR recruiter to select another location when coming onto recruiting duty. Obviously, the vacancies dictate the location. We cannot assign a recruiter to a location that has no valid vacancies. Right now, the command's priority for fill is in the Northeast, the Midwest, and the West.

All in all, the opportunities are there for you to help yourself, help another good soldier, and help the command fill its foxholes. Be all you can be and find a recruiter applicant.

Sergeant Major James C. Dickerson III, HQ USAREC



The Soldier, America's National Resource

The Soldier, America's National Resource is the latest in the Army's image productions intended to enhance the Army's grassroots efforts to further its partnership with the civilian community.

Through the use of testimonials from both the Army and the private sector, this video portrays today's soldier as not only a vital national defense resource, but also an educational, business and societal resource as well. The production culminates with a musical arrangement of "I Am a Soldier, Count on Me" over a montage of images of soldiers at work and play.

Soldiers are shown as a defense resource. The American soldier is highly trained, both physically and mentally. Highly technical, reliable equipment operated by the best educated and motivated force the United States has ever fielded is an undeniable statement of readiness. BG David J. Baratto, commanding general, Army Special Warfare Center, points out that over 90 percent of today's soldiers are high school graduates.

As an educational resource, American soldiers returning to the

educational community bring with them the determination to succeed and the learning skills necessary to accomplish that goal. James M. Shuart, president of Hofstra University, states that Army alumni make mature economically secure and academically successful students. BG John H. Tilelli Jr., commanding general, 1st Cavalry Division, tells us that Army schools graduate 100,000 soldiers annually.

In this video, William C. Ferguson, chairman and CEO of the NYNEX Corporation, sees Army alumni as reliable business resources with their "education complemented by training and experience. Their strong work ethic contributes to a company's bottom line."

They are "goal-oriented, team players," points out Randy D. Kautto, vice president, Human Resources, General Foods USA. The video also highlights Army alumni who have done well for themselves in the business world.

Medical research, numerous civic projects, disaster relief measures, and fire-fighting activities have demonstrated the

value of the American soldier as a societal resource. Jason Houck, chief ranger, Great Smoky Mountains National Park, tells us of the Army efforts in fighting forest fires and assisting in rescue operations.

USAREC will provide this video to AUSA chapter presidents, civilian aides to the secretary of the army, Army commanders world-wide, and all Army recruiting elements. *The Soldier* will receive major exposure at public and private presentations and conventions across the nation and parts of the world.

According to Thomas W. Evans, USAREC Advertising and Public Affairs, every person who is involved with furthering recruiting efforts by speaking to the public will get a copy of this important presentation aid.

USAREC commander MG Jack C. Wheeler states that *The Soldier* video tells "the American public why the Army should be the service of choice and why the quality youth of America should want to compete for Army service."

Thomas M. Leahy III, USAREC A&PA

Go the distance!

Stay in School/Stay off Drugs campaign in 5th Brigade



Colorado University head football coach Bill McCartney discusses his "Stay in School" public service announcement with Denver Battalion commander LTC Sidney C. Hughes Jr. and A&PA chief Doug Weybright. (Photo by Martin Barnes)

What do race car driver Al Unser Jr., Denver Broncos' head coach Dan Reeves, and Colorado University head football coach Bill McCartney have in common? They all believe that young people need to "go the distance" — complete their educations — and "Stay in School."

Because they strongly believe that young people should not drop out of school, these celebrities have lent their time and talent to help the U.S. Army with its "Stay in School/Stay off Drugs" campaign. They donated their services to make public service announcements that urge students to stay in school, stay off drugs and earn their high school diplomas.

You'd really have to be sitting on the bench for a long time to have missed the Stay in School/Stay off Drugs campaign that USAREC has mounted. Throughout the country, recruiters have been passing out bookcovers and

posters and using banners to demonstrate the Army's interest in keeping America's youth in school long enough to graduate. With the addition of the *Tough Decisions* video and counseling guide, recruiters are proving that the Army is America's partner in education.

The U.S. Army Recruiting Command's 5th Brigade has taken the Stay in School ball and run with it. Although the USAREC Stay in School/Stay off Drugs materials were distributed immediately upon availability, the battalions didn't wait for materials to be sent to them before starting their own campaigns. News releases including feature stories and public service announcements were prepared and sent out.

In Albuquerque, Miss New Mexico accompanied the battalion leadership team on high school appearances to promote the Stay in School/Stay off Drugs program. All were interviewed on the subject by a radio station during the New Mexico State Fair.



(Above) LTC Hughes and Indy race car driver Danny Sullivan discuss his PSA.
(Below) Jeff Wood's race car displays an Army sticker. (Photos by Doug Weybright)



The governor of Colorado declared October 1990 as Stay in School Month. The governors of Nebraska, Missouri and Wyoming will also proclaim Stay in School months in their states.

The battalion leadership team, CLT, education counselor and two recruiters from Kansas City Battalion attended a photo session with Governor Michael Hayden during the signing of the declaration of October 1990 as "Stay in School Month" in Kansas. When the battalion invited Kansas State Commissioner of Education to speak at one of their COI functions, his speech echoed the Army's Stay in School/Stay off Drugs message.

Recruiters from Little Rock Battalion have already started assuming mentoring roles (acting as role models) for students. They have successfully convinced (and are

following up on) 14 potential dropouts to stay in school for their own sake.

In Oklahoma City, extensive media publicity was provided by two press conferences by USAREC and Oklahoma City Battalion commanders. Radio and press coverage were also given to a Stay in School promotional activity held at the opening of the new office site for an Oklahoma City recruiting station.

Oklahoma City Battalion also reported that one of their Stay in School/Stay off Drugs print public service announcements will be incorporated in information packets for the convention of the Oklahoma Association of Counseling and Development. Governor Harry Bellmon also declared September 1990 as "Stay in School/Stay off Drugs—Be All You Can Be" month in Oklahoma.

Fliers and other informational materials were also initiated by brigade and some battalions. Denver Battalion A&PA used various sports personalities to voice 15 radio and television Stay

in School/Stay off Drugs public service announcements, including:

- Bill McCartney — Colorado University Buffaloes head football coach
- Kanavis McGhee — Colorado University Buffaloes All American
- Joe Garten — Colorado University Buffaloes All American
- Al Unser Jr. — Indianapolis car racer
- Danny Sullivan — Indianapolis car racer
- Jeff Wood — Indianapolis car racer ("Be All You Can Be" sticker on car)
- Dan Reeves — Denver Broncos coach



Colorado's All-American linebacker Kanavis McGhee practices his announcement. (Photo by Martin Barnes)



The Broncos' all-pro punter Mike Horan lends his support to Denver Battalion's efforts. (Photo by Martin Barnes)

- Steve Atwater — Denver Broncos free safety
- Bobby Humphrey — Denver Broncos running back
- Mike Horan — Denver Broncos all-pro punter
- Simon Fletcher — Denver Broncos defensive end
- Karl Mecklinberg — Denver Broncos all-pro linebacker
- Steve Sewell — Denver Broncos fullback
- Paul Roach — University of Wyoming coach
- Tom Osborne — Nebraska University coach

This ongoing publicity gets a lot of attention, especially when the public service announcements are aired during ball games.

These celebrities and others are coming out to lend their support to the Army's campaign because they believe that students *can* stay in school, *can* earn their diplomas, *can* "go the distance."

"Going the distance" is what it's all about, and all of us must get involved in the effort to keep young people in school. By helping these young people, we can help

the students in our high schools "be all they can be" — and more.

Martin Barnes,
Denver A&PA;
Marvin Britton,
5th Brigade
A&PA; and
Kathleen Welker

*[Editor's Note:
While this article
focuses on 5th
Brigade's efforts
in the Stay in
School arena,
other brigades are
also taking that
ball and running
with it. The
Recruiter Jour-
nal is waiting to
hear from them
too!]*



LTC Hughes thanks Denver Broncos' defensive end Karl Mecklinberg for contributing his time to the Stay in School campaign. (Photo by Martin Barnes)

It'll cost you . . .

‘Poor packet quality control costs contracts’

If you think you’re experiencing *deja vu* when you read this headline, don’t worry — this was a *Recruiter Journal* headline in August 1988. But, according to USAREC Enlistment Standards Directorate, the Inspector General staff and Recruiting Operations, the problem hasn’t gone away.

“Pick your scenario. I’ve seen them all,” said Bill Baird, ESD. “Quality control is an ongoing problem. There are missing documents, delays in contracting and problems at the first duty station.”

And, like two years ago, the solution is within reach. Careful use of the USAREC Form 794 enlistment packet worksheet and proper interviewing techniques would eliminate most errors and omissions.

“The USAREC Form 794 was designed not only as a tracking tool, but also as a training tool,” said SFC Jimmy Fair, Recruiting Operations. Although the only person in the chain of command who is *required* to look at it by

USAREC Regulation 601-96 is the station commander, Fair says, “It travels up the chain of command as a quality control checklist, then down again to the company RTNCO as a guide for training needs.”

Now, only about two-thirds of enlistment packets are complete the first time they “hit the floor,” Baird said. “Police records and medical disqualifiers are still surfacing at the guidance counselor shop. This can be minimized by proper interviewing techniques and careful review of the forms by the recruiter and station commander.”

Station Commander’s Role

“When a conversion rate goes down, chances are the problem is at the station level,” said MSG Rodney Campbell, recruiter management NCO and former senior guidance counselor and first sergeant at Jacksonville (Fla.) Recruiting Company.

“The breakdown in packet quality starts with the station commander,” said MSG William Watchman,

recruiter management NCO and former first sergeant at Casper (Wyo.) Recruiting Company. "Station commanders should really interview every applicant. So often, with their experience and aura of authority, they can uncover law violations and medical disqualifiers the applicant concealed from his recruiter."

"The regulation says the station commander must check each packet, but I'd also like to see the station commander interview every applicant before they go to MEPS," said USAREC CSM Ernest H. Hickle Jr. "Where I see station commanders' involvement, I see good quality control. New and old recruiters alike need it."

"The first sergeant has the training to spot problems and should sign off on the packets too," said MSG Roger Jackson, recruiter management NCO, former RTNCO and first sergeant at Delmarva (Del.) Recruiting Company.

Watchman says station commanders may have new recruiters who don't ask all the right questions, recruiters who are moving too fast, or dynamic recruiters who are forgetful. "It is the station commander's responsibility, especially during the TTE period, to monitor the recruiter's interviewing technique."

"New recruiters get so excited that they forget to prequalify," Campbell said.

CSM Hickle wants a new recruiter accompanied on interviews at least twice a month by a first sergeant, RTNCO or station commander. "Recruiters need to learn to ask the right questions early," he said. "I like to ask a TTE recruiter how many interviews he's conducted. Then I ask him how many times a first sergeant, RTNCO or station commander went with him. When he's done 150 interviews and only been accompanied once or twice, it's hard to call that training."

End of Month Crunch

The rate of improper packets increases toward the end of the month, according to LTC George Kopacki, chief, Inspection Division, Inspector General. "There's a ten-

'Sometimes an applicant will conceal a law violation . . '

dency to take the leftovers and throw them up against the wall and see what sticks," he said. "This is contrary to the evenflow principle."

"I know a brigade commander who will die before giving up on evenflow," Hickle said. "The conversion rate goes way down on those last couple of days."

'When you don't have everything together, you don't look professional'

"Learn the requirements and think ahead. If your applicant has even hinted at a job that would require a high school transcript, get it! And if you know every broken bone will require a doctor's letter, just do it. Don't blame the MEPS physician."

Inadequate prequalifying by interview may show up at MEPS after the applicant has received costly travel arrangements and in-processing time.

"Sometimes an applicant will conceal a law violation right up until the final security interview with the ENTNAC representative from PERSCOM," Watchman said. "Even if you prequalify an applicant before going to the JOIN, go through the section on law violation again. Then have the station commander do it behind closed doors."

Concern over the packet doesn't end with enlistment in the Delayed Entry Program. When shipping to the reception battalion, new soldiers should be well-equipped with all the documents they need to verify dependents. That means original or certified copies of birth and marriage certificates. (See related story page 18.)

"Many DEP members enlist with a high school letter, then forget to bring the diploma when they ship," Watchman said. "When that happens to a rural recruiter and he has to drive 300 miles to get that diploma, he'll remember next time."

Incomplete packets cost recruiters contracts and the Army money for travel arrangements and time at MEPS.

During second quarter FY 91, the IG office will undertake a systems inspection of the efficiency of the enlistment process. "We will measure the effect of the rules we currently have for quality control," said Meier, assistant team chief for the inspection. "We'll look at the regs as they are written and how they are being followed in practice."

"When you don't have everything together, you don't look professional. And when you don't look professional, your applicants get worried," CSM Hickle said. "They're making a big commitment and they need to feel confident. When that packet is squared away it's one less thing to worry about."

Diane Richardson

'Doing just fine'

— a Special Forces recruiting update

'We couldn't be happier with the job recruiters are doing for SF,' says Koenig



"The prior service option is doing just fine," says MAJ Gary Koenig, chief, Special Missions. "There is a real interest out there for opportunities in Special Forces."

Indeed, the field recruiters are doing a fine job, as 113 prior service members have contracted since Sept. 4, the date of the first prior service contract.

The first Special Forces Assessment and Selection Course began on Oct. 17, and had 138 volunteers for a projected 100 seats. The next class, beginning Nov. 28, is projected to have 125 seats. Class size will increase throughout the year to approximately 300 seats. Classes will begin approximately every month.

Interest in the Special Forces prior service option is so high that course planners have already had to add an additional class. And, according to Koenig, if the program continues to generate interest, even more classes will be added.

The first two classes will be filled entirely with in-service volunteers. The third class, beginning Jan. 9, 1991, will be the first class to mix both in-service and prior service. Classes thereafter will be mixed.

Prior service applicants who sign on for Special Forces spend a minimum of 93 days in the DEP. When they sign their contracts, they are given an information packet on how to get ready to succeed in the program. The packet includes a five-week physical fitness program that applicants must perform on their own.

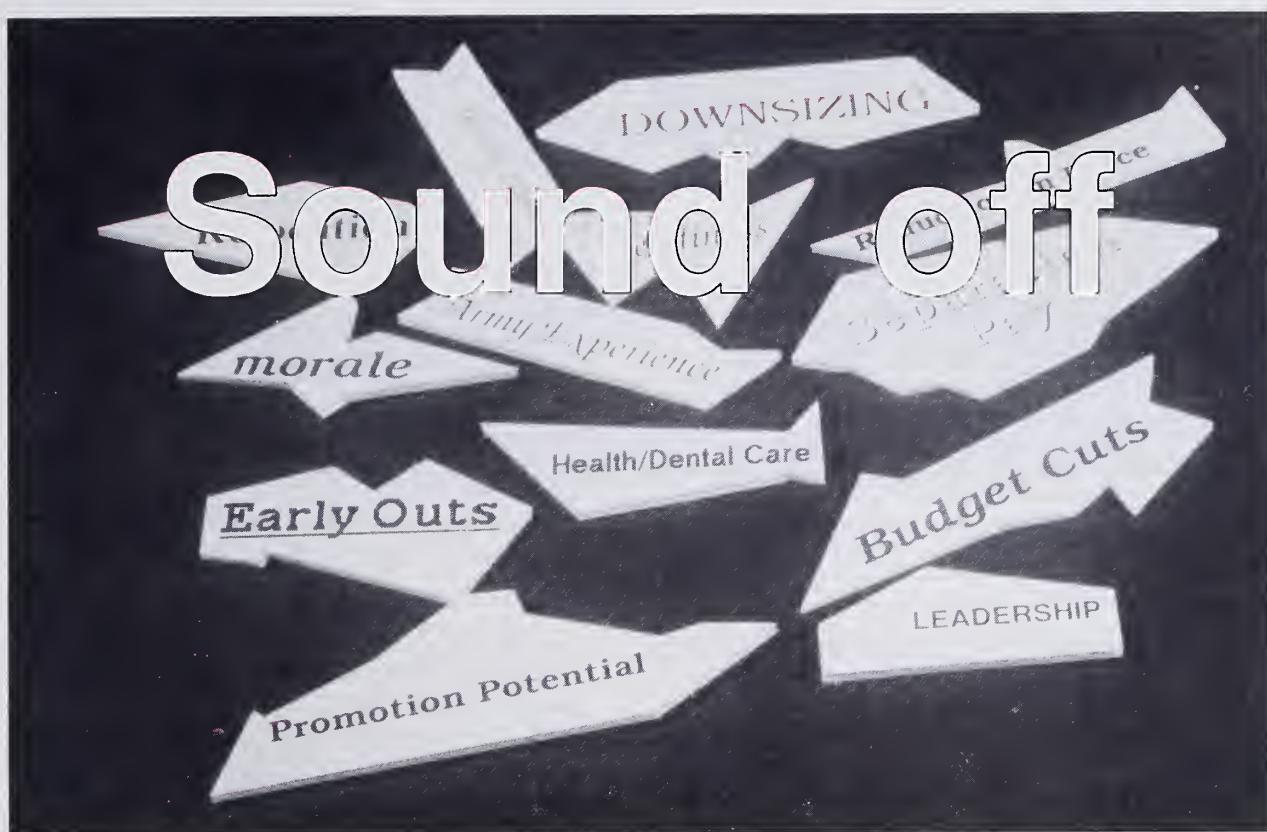
"Prior service people know what was expected of them on active duty," says Koenig. "So getting in shape for SFAS should hold few surprises for them."

Soldiers are given at least a week at SFAS before the course actually begins. This time is used for orientation and in-processing, to include supervised physical preparatory training to "break in their boots," says Koenig. "Conditioning your feet is an important part of preparing for Special Forces."

"So far, we couldn't be happier with the job recruiters are doing for SF," says Koenig. "We just want them to remember, when talking to prior service members, Special Forces is another recruiter tool, another opportunity to succeed."

Kathleen Welker

USAREC soldiers get the chance to . . .



USAREC soldiers recently helped the Army take a "hard look at itself" by responding to a survey that asked soldiers what role they see for themselves in the leaner Army of the future.

The 1990 Army Career Satisfaction Study (ACSS) was directed by the Chief of Staff of the Army last summer. Results of that survey were reported last month. In light of events in Eastern Europe and federal budget reductions, the survey provides an overview of soldiers' attitudes, perceptions and career intentions as the Army's personnel strength goes down. The survey was prompted, in part, by rapidly changing events in Europe and, though the Middle East is the world's hot spot now, 99 percent of the surveys were completed before soldiers were deployed to Saudi Arabia as part of Operation Desert Shield.

With the invasion of Kuwait still on the horizon, surveyed soldiers focused on political events in Eastern Europe and their effect on the U.S. Army's reduction-in-force requirements. Soldiers recognized that events in Eastern Europe decreased the chance for war in Europe, but they also saw increased risk from unrest in the Soviet Union. Most soldiers also recognized that this easing of tensions would have an effect on the Army and on them.

Thirty thousand soldiers of all ranks were surveyed by the Army Research Institute. According to Dr. Timothy Elig, a research analyst with the Army Research Institute, the response rate on the survey was exceptional. "Soldiers were told beforehand why the Army was conducting the research, and they responded," he said. Not only did surveyed soldiers return the completed forms, many took advantage of the invitation to write in comments and even provided phone numbers so their comments could be followed-up on. "As with any survey, the better the response rate, the better the reading. The survey was a success," Elig said.

Recruiting Message

Though the survey was primarily a look at the Army by the people who make up today's Army, some survey results held optimistic implications for Army recruiting.

The "Get an Edge on Life" theme in Army advertising highlights the benefits of the Army experience after returning to civilian life. A survey of hundreds of employers (Fortune 500 companies, mid-size and small firms) clearly shows they value the attributes applicants develop in the Army and will hire young people who are reliable, disciplined and have responsible attitudes toward work.

According to results from the ACCS, soldiers also believe that their Army experience will help them after they return to civilian life.

The survey asked, "Do you think that Army experiences will have a positive effect on specific skills and characteristics that will help you obtain a civilian job?"

- Overall, 80 percent of soldiers say that the Army has had a positive effect on skills and characteristics that will help them get a civilian job. Ninety-four percent of warrant officers believed it.
- Seventy percent say they have been taught valuable skills that they can use in civilian jobs.

Soldiers were asked whether they would tell a good friend that "it's a good idea to see a military recruiter?" And they were asked if someone sought their advice about joining the Army, what would they recommend?

- Forty-six percent would tell a good friend that it's a good idea to see a military recruiter.
- However, if asked for advice, 60 percent would tell someone they met to enlist in the Army.
- And of soldiers surveyed, 68 percent would like to see their sons carry on the tradition of Army service and join the military, while 28 percent would like to see their daughters join.

Career Commitment

Soldiers recognized that rapidly changing world events would impact on the size of the Army and their potential for promotions. Despite a perception of tougher competition for promotion, there is a strong core of committed soldiers who want to stay in the active Army for more than 20 years even if they could retire earlier.

- Officers — 57 percent
- Enlisted — 45 percent
- Warrant officers — 63 percent

Overall, 67 percent of those surveyed felt that their opportunities for promotion in the Army will decrease as a result of recent world events. Yet, soldiers believe in their own ability.

- Sixty percent of enlisted soldiers and 48 percent of officers agree or strongly agree that they are confident they will be promoted as high as their ability and interest warrant if they stay in the Army.
- Forty-five percent surveyed were confident that as the Army becomes smaller they would be able to stay in the Army and be promoted on or ahead of schedule.

Soldiers speculated on what the size of the Army

would be and who would remain in this smaller Army.

- Two-thirds to three-fourths of soldiers see 10 percent cuts in the Army strength as likely in the next five years.
- About one-third see cuts of at least 30 percent as likely in the next five years.
- For 23 percent of enlisted and 11 percent of officers, serving in a smaller Army is more interesting than serving in today's Army.
- Yet, soldiers are concerned about who will stay if the Army gets smaller. NCOs are most confident that the best soldiers will stay, and officers and junior enlisted are not as confident.

Leadership

The impending changes in the size and structure of the Army presents a challenge to Army leaders. Soldiers surveyed believe their Army leadership is aware of the problems inherent in these changes.

- Half of the soldiers agree that senior Army leaders are aware of frustrations and anxieties that accompany the possible loss of one's job or career.
- Half of the soldiers believe that the Army leadership will make the best decisions to maintain a quality Army.
- Impending congressional actions are the largest source of uncertainties for officers and warrants.

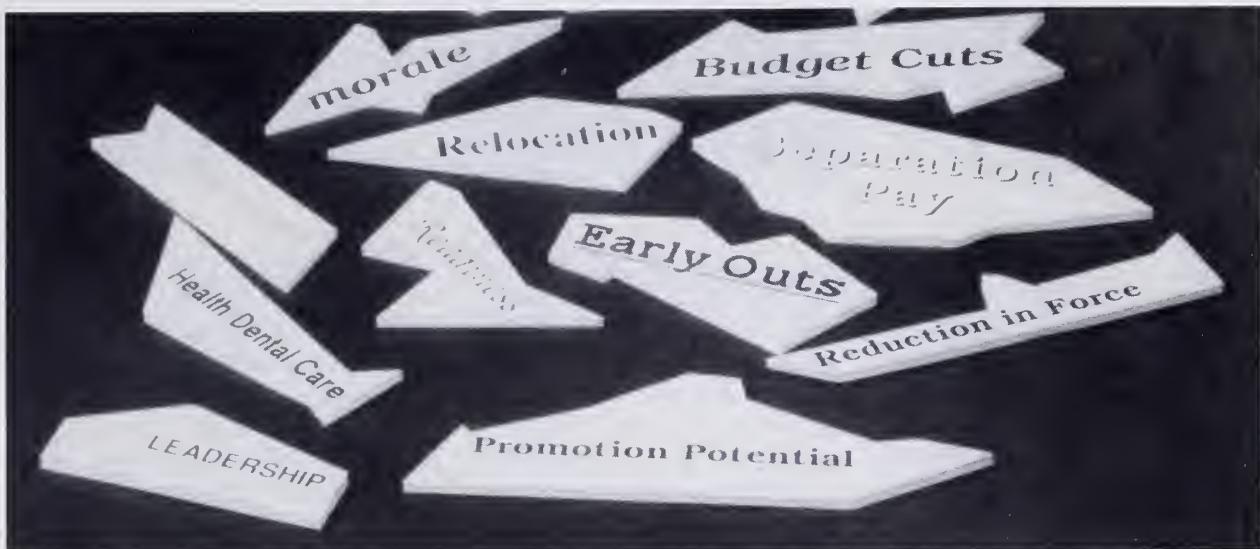
Those surveyed were asked to choose from the following as the primary sources of any uncertainty they have right now about what they could expect from an Army career:

- Own lack of experience
- Own career goals unclear
- Inconsistent and unclear promotion/duty policies
- Changes in manpower needs
- Impending congressional actions (budget RIFs)

Overall, respondents believed that the primary sources of uncertainty were things not in their direct control. Few soldiers felt that uncertainty stemmed from their own experience or career goals.

Because much of the uncertainty is caused by things outside their immediate control, soldiers want more information on potential force reductions.

- Twenty percent said that they are getting about the right amount of information.
- About half think information from the chain of command on reductions is reliable.



The bottom line questions for most soldiers surveyed were what they saw as the impact of potential reductions. Those surveyed expect the following:

- One fourth expect to be "RIFed."
- More expect to be offered an early out (34 percent of officers, 44 percent of enlisted and 19 percent of warrants)
- An increase of stress at the job and in the family was reported by 14 to 18 percent, compared to stress levels a year ago.
- At least half are very concerned or extremely concerned as a result of current talk of downsizing, and are more concerned about their careers now than they were a year ago.
- However, less than 10 percent plan to leave due to potential changes and cuts.

Soldiers were not only concerned about the personal implications of a downsizing of the Army; soldiers are also concerned about the Army's readiness and morale if the Army cuts strength too quickly.

The survey also exposed that, even within a context of the potential for RIFs, soldiers greatly need a social support system.

Separation Concerns

Soldiers do not know whether they will be personally affected by a force reduction, but they do have concerns.

Overall, if involuntarily separated, more than 50 percent of personnel would be very concerned or extremely concerned about the following:

- Separation pay
- Health and dental care
- Securing a job

- Unemployment compensation
- Health insurance

Some concerns are not widespread but are considered vitally important to those who have these concerns; therefore, soldiers were also asked to identify their three most important concerns about leaving the Army. Their top concerns, overall, are the following:

- Securing a job
- Finding a place to live
- Separation pay
- Health and dental care

Soldiers have developed contingency plans and have considered a variety of job search tools in the event they leave the Army.

While only 12 percent have applied for a job in the last year, 41 percent sought information on civilian jobs in case they leave the Army.

If they were involuntarily separated, soldiers saw a variety of job search tools as important, including :

- Labor market information and job banks
- Time off (not charged to leave) for interviews and relocation planning
- Training and counseling
- While almost one-third do not care where the services are provided, another third prefer the Civilian Personnel Office.
- Forty-two percent do not plan to return to their home-of-record if involuntarily separated or offered an early out.

Barbara Sorensen

The stars shine on USAREC

Top recruiters yield FY 89 titles

Their scrapbooks are closed, their suitcases unpacked, and life is regaining some normalcy for RA Recruiter of the Year Staff Sergeant Brian C. Parks and USAR Recruiter of the Year Sergeant First Class Bruce C. MacDonald. Their reign as two of the Army's top recruiters during FY 89 ended during October.

Parks and MacDonald were named the Army's best recruiters last December during a three-day awards board of USAREC senior noncommissioned officers. As the titleholders, they each received \$2,000 in savings bonds, a trophy and a free uniform from the Army and Air Force Exchange Service. Equally or more rewarding, they said, were the opportunities to talk with other top noncommissioned officers, officers and general officers across the Army.

Going on the road in February, Parks and MacDonald visited the U.S. Army Recruiting and Retention School at Fort Benjamin Harrison, Ind., to speak with students in the Recruiter Course. Shortly thereafter they attended the USAREC Sergeants Major Conference in Houston, Texas, and the First Recruiting Brigade Conference in Maryland.

In a ceremony held at the Pentagon in June, Parks and MacDonald received another title: Secretary of the Army Recruiters of the Year. When Michael P.W. Stone presented the awards, Deputy Chief of Staff for Personnel Lt. Gen. Allen K. Ono, Vice Chief of Staff General

Gordon R. Sullivan and Major General William F. Ward Jr., chief, Army Reserve, stood by to congratulate the Army recruiters.

The recruiters were introduced to other outstanding non-commissioned officers from all services at the Noncommissioned Officer Association annual meeting in Colorado Springs, Colo., in July, and went to Fort Jackson, S.C., in September to speak to student drill instructors at the Drill Sergeants School about the people who are coming into the Army.

In addition, they often spoke to the press and local business and civic groups, and were recognized in *Army Magazine*, *Soldiers*, Army-wide command information publications and hometown newspapers.

The United States Army Association rolled out red carpet treatment at the AUSA Annual Meeting in October, in a final salute to the best of the best of Army recruiters, where again they were invited to discuss Army issues with top noncommissioned officers and general officers.

And what were their responses to this whirlwind year during which they represented Army Recruiting and, at the same time, performed their mission requirements back in their respective battalions?

They say that it didn't take long

to realize the responsibilities of being a role model. The importance of time management. Humility.

And they quickly add that, though the titles carried additional

'The awards program provides insights that few soldiers get to experience'

duties, the rewards were beyond expectation.

"The awards program provides insights into USAREC and the senior military structure of the Army that, I believe, few soldiers get to experience," MacDonald wrote in a letter to HQ USAREC. "I can only describe this experience as incredible."

Parks called holding the title "the highlight of my military career." He said that the rewards were far beyond what he had expected when his name was announced during the competition in December.

Both expressed their appreciation to the people back in their recruiting battalions, companies and stations who supported them during their year in the number one position. Those people deserve a round of applause for their teamwork, they point out.

Peggy Flanigan, USAREC PAO

Who is this ROY guy, anyway?

USAREC board to determine who will be the FY 90 Recruiters of the Year

The USAREC Annual Awards Board will be conducted Dec. 10-11 to reward selected soldiers for outstanding service to the U.S. Army Recruiting Command during FY 90. The board will be conducted in the same way as DA promotion boards and will be held at USAREC headquarters at Fort Sheridan, Ill.

The award categories are listed in the updated USAREC Regulation 672-13, paragraph 5. There are some changes this year as follows:

The Soldier of the Year category is open to all soldiers with the rank of Sergeant First Class and below, regardless of MOS or duty position. This includes USAREC headquarters and Recruiting Support Command personnel. Support personnel as well as recruiters may be nominated in this category.

Previous winners at the USAREC level may not compete again in the same category as previously won.

All positive mission recruiters competing at the USAREC level

will not have their recruiting missions withdrawn for the RSM December 1990.

Soldiers must have made mission box for the entire fiscal year of competition with the exception of Soldier of the Year and Guidance Counselor categories.

Height and weight and APFT results will be entered on the personal data information worksheet (app G, USAREC Reg 672-13).

The following are additional requirements:

- A written narrative (not to exceed one page) from the soldier stating why she or he should be the Recruiter of the Year, USAR Recruiter of the Year, Soldier of the Year, etc.
- A written narrative (not to exceed one page) from the battalion SGM on why the soldier should be selected as the Recruiter of the Year, Soldier of the Year, etc.
- The individual will submit a

5-7 minute voice cassette that tells about the soldier and her/his goals.

- DA photo (if unavailable, Brigade must submit a full-length photo of the nominee).
- Recruiting incentive awards earned (typed on bond paper).
- Production statistics.
- Brigade board sheets (all with comments).

Brief history of the soldier's time in recruiting (e.g., soldier served as LPSC from Apr 86 through Jun 87, then served as station commander from Jun 87 through Jun 90).

This year's board will consist of the brigade command sergeants major, SGM Fetter of the USAREC Personnel Directorate and USAREC Command Sergeant Major Hickle. CSM Hickle will be the non-voting president of the board.

POC for this action is SSG Clisby, USAREC Awards Branch, (708) 926-7432 or AV 459-7432.

With apologies to Mr. Dickens . . .

A USAREC

Christmas Carol



Once upon a time, a young man named Bob Cratchit decided to enlist in the Army. He had a wife and small children and together they talked about the wonderful benefits they would receive as an Army family.

Bob's recruiter gave him a detailed printout of the salary he would make as a private and the extra allowance for housing they called BAQ. Bob and his wife planned their budget carefully. They were sad that Bob would be away for so long, but they were delighted to find they would have \$200 to spend on Christmas gifts.

PVT Cratchit arrived at basic training with everything his recruiter advised him to bring. But SSG Scrooge had not told him he would need certified copies of his marriage certificate and his children's birth certificate. He had only plain copies and could not register his family for health care IDs or verify his eligibility for BAQ. By the time Mrs. Cratchit was able to send him the documents he needed, it was too late for the extra money to appear on his first paycheck.

Meanwhile, Tiny Tim Cratchit broke his leg sledding. His worried mother who didn't have dependent ID cards took him to the nearest hospital, which didn't take CHAMPUS.

The Cratchits' Christmas did not go as planned. Bob didn't have the \$200 for gifts, and they were now in debt for Tiny Tim's surgery. They were worried and sad. They were also angry at SSG Scrooge and the entire U.S. Army.

The sad story of PVT Cratchit and his family is actually a composite of the many woes that could await new soldiers who arrive at their reception battalion without the documentation they need to enroll for their benefits. They

experience financial hardship and their dependents are denied medical benefits.

"Just in the last three months I know of two soldiers whose families were evicted because they didn't get their BAQ allowance," said MSG Vicki Adamson, USAREC Liaison NCO, Fort Sill, Okla. "Some of these young families budget out to the penny. Then if the soldier gets here and doesn't have the documents he needs to verify his marriage and dependents, there'll be a delay in pay and benefits."

Once the family and dependents are verified, the BAQ benefit will be paid retroactively, but that might not be soon enough. Adamson recalls one soldier who had to take emergency leave from basic training to go back home to Massachusetts. "His very pregnant wife had been evicted," she said.

"It's not that they arrive with nothing, but they'll often come with plain copies when only certified documents will do," said MSG Charles Hannigan, USAREC Liaison NCO, Fort Leonard Wood, Mo. "They might have a baptismal certificate instead of a birth certificate. Or a pastor's copy of a marriage certificate instead of the state certificate. They find out during orientation that they don't have what they need and have to call their spouse in another state to try to get it for them."

"Sometimes the wife at home is without a vehicle or maybe the certificates he needs are in another state. This puts an undue burden of stress on a soldier who should be able to concentrate on basic training, and causes problems for the drill sergeant."

According to Recruiting Operations, USAREC liaison

NCOs report that up to 30 percent of new soldiers arrive without the documents required to enroll their dependents into Defense Enrollment Eligibility System and to apply for dependent ID cards.

"Recruiters can help avoid these situations by telling their DEP members to bring original or certified copies of their marriage certificate and dependents' birth certificates," Hannigan said. "The problem is it's not specifically in the regulations."

Instructions for DEP-out procedure in USAREC Reg 601-96 say, "New recruits' dependents will not be put on the Defense Enrollment Eligibility System data base until proper documentation is produced. If applicable, ensure that the USARECBN packet contains a clear readable photostatic copy of dependent(s) document signed by the GC or SGC, verifying that the copy is from the original or a raised seal copy. Advise them to hand-carry an extra set signed by the GC, SGC to the USARECBN so it's available if needed."

"But we're finding that copies verified by the guidance counselors may not be enough," said SFC John Lawson, Recruiting Operations. "At some locations they need the original or a certified copy."

Certified copies of original documents are copies that are notarized by a notary public and have a raised seal. If new soldiers do this before they leave for basic training, they can leave the original copies at home.

'Tell DEP members to bring original or certified copies'

To correct this problem, Recruiting Operations sent a message to the field in October asking all recruiters to ensure their applicants bring the following documentation with them when departing on active duty:

- State certified birth certificate for all children
- State or county certified copy of marriage license (certificate)

Adamson reminds that a marriage license is not necessarily proof that a marriage took place. "They need the document with the seal that proves the marriage occurs, not just that it was applied for," she said. Unfortunately, the type of official document varies by state.

"We're not changing the regulation, just making a recommendation," said SFC Jimmy Fair. "We discovered that some finance offices will accept copies and

'What may work at Fort Benning won't necessarily work at Fort Sill'

some will not. We tried to get the final word from USAFAC, but they said they leave it up to the individual institution. So in other words, what may work at Fort Benning won't necessarily work at Fort Sill. But *every* place recognizes originals and certified copies, so we recommend recruiters stress that to their DEP members."

A station commander in Brandon, Fla., has devised his own internal quality control sheet which reminds recruiters what documents their DEP members will need when they ship.

"What I did was take USAREC Form 794, quality control checklist, and put it on our computer. But then I broke down the sections and listed specifics. For example, where Form 794 says "dependents," I have them list the name, and each document that will be required—court order in the case of child support, birth certificates and marriage certificate," said SFC William Dewalt Jr. "Then when they DEP-out, the recruiter has a list of everything they need to bring."

Dewalt says the hardest part is getting applicants to part with their original documents. "They need the originals when they go to the guidance counselor. Copies are made then. That's the time to get a copy notarized," Dewalt said. "My goal is to have 100 percent of the proper documents produced right from the beginning."

According to Tampa Recruiting Company 1SG Minerva Ramos-Lopez, Dewalt's attention to detail pays off. "I never have a problem with packets from that station," she said. Their company was one of five winners of the USAREC Certificate of Recruiting Excellence in September for making over 150 percent GSA mission.

Good quality control by recruiters can benefit the quality of life for new soldiers and their families. And a positive experience during the hectic in-processing will benefit recruiters in the long run.

"Don't forget, in three months those new soldiers will be back home on leave talking about what it's like to be in the Army," Fair said. "They may have nothing but good things to say. But if their benefits are delayed and their families suffer, they'll be saying 'Nobody cared about me.'"

Diane Richardson

Food for thought

It is obvious that the U.S. Army is not a "typical" employer, but soldiers, their lifestyles, their health and their longevity can be studied as members of an organization.

The Army is "a special population of individuals who have met the equivalent of a pre-employment physical examination and other educational and behavioral entrance criteria and are currently supported by an organization committed to maintaining their health and well-being," according to an article by Army researchers.

"Recently, the US Army has energetically pursued a program of health promotion in the workplace, including educational and policy efforts to reduce smoking, control stress, and improve, exercise and nutrition," this study says.

"The Army provides thorough pre-entry physical and mental screening, rigorous continuing physical training, and emphasis on fitness with periodic performance assessment. Access to high-quality health care is based on need and is not restricted by income or other barriers. The active-duty Army population is a large one, primarily male and predominantly youthful."

This means the Army population started out healthy, and by

continuous emphasis on physical fitness and easy access to medical care when needed, the Army promotes a healthy and physically fit lifestyle.

'The Army promotes a healthy and physically fit lifestyle'

The study reports that among civilians, physical fitness has been shown to delay mortality in general, and that low physical fitness is identified as an important mortality risk factor. "The physical fitness and weight standards to which soldiers must adhere certainly contribute" to their having a mortality rate among the lowest of any large population.

Army "programs now include regular exercise, careful nutrition, active smoking reduction, and a variety of health education efforts."

The study reports that the social support in military groups has also been found to moderate the relationship of chronic work stress to other factors that cause

disease and death.

Chronic stress affects a body's immune system, and the study reports that "those who manage stress more effectively as a result of a supportive social and work environment may be more immunologically robust, and so resistant to disease and death."

A final aspect of the study relates to Army discipline, or "the control of violence by community regulation of life-style." The researchers state that "powerful sub-cultural sanctions against violence or within-group confrontation that characterize the U.S. Army unit" may affect the death rate, especially from homicide. "Even those who consider such controls too great an infringement on individual freedoms can use this example to determine what changes in the larger society (eg, provision of housing, control of substance abuse, regulation of firearms, education, employment) might encourage similar healthy effects."

[Editor's Note: All quotes in this article came from "Life and Death in the US Army" by Joseph M. Rothberg, Paul T. Bartone, Harry C. Holloway, and David M. Marlowe, as published in the Nov. 7, 1990, issue of The Journal of the American Medical Association.]

Operation Desert Care

■ "Wave after wave of boxes and letters arrived at the battalion when we announced the program.

The response we received was overwhelming," said Keith Matyi, public affairs specialist and chairman of the project.

Baltimore Battalion recruiters and their families have donated more than 1400 pounds of letters and personal use items to soldiers serving in Saudi Arabia as part of the battalion-wide program "Operation Desert Care."

"Recruiters received donations from their schools and the local communities in which they work. It's great to know that these recruiters are willing to help make life a little easier for their fellow soldiers, some of whom they may have recruited. Patriotism is alive and well in Baltimore Battalion."

Items donated include a card with 6,000 signatures of University of Maryland students; letters from elementary school students, recruiters and private citizens; books; personal use items such as disposable razors, sun block, shampoo, soap, tissues, and other "care" packages.

One poster written by three young girls from a local Brownie troop said, "Dear Soldiers, we want no one to die. We are the best country ever in this world. Please write back."

SFC Ross Winner and wife SFC Billie Jo Winner and SSG Gregory Allen of the Pratt Street Recruiting Station helped to collect more than 500 music cassettes and over \$300 worth of batteries at a local country music concert in Baltimore.

SSG Linda Bruscia, Eastpoint Recruiting Station, coordinated a letter-writing campaign for the English classes at Sparrows Point High School.

Lori Chabricky, battalion civilian operations clerk, received donations of hundreds of bottles of shampoos and bars of soap from local hotels.

"We worried about getting the stuff shipped," said Matyi. "Then I saw an advertisement in the local paper of some businesses who were also collecting items for the soldiers in Saudi Arabia. I called them up and they were happy to accept and ship the donations."

Items received were sent to the 24th Infantry Division and 82d Airborne Corps in Saudi Arabia.

One of the really gratifying things that happened as a result of this operation, says Keith Matyi, was receiving a postcard back from Saudi Arabia thanking recruiters for caring and for providing some of the "niceties of life."

The postcard was written by LTC Ford F. G'Segner, division chaplain of the 24th Infantry. It said, "We appreciate you are [sic] caring. We appreciate it so much that we had a luncheon in your honor. This is what you were served...." And the postcard was handwritten on the torn top of an MRE box — cooked ham slice!

Keith Matyi, Baltimore A&PA



SGT Michael Gary, Annapolis RS, loads up donations for Operation Desert Care. (Photos by Kevin Riordan)



Don Powell, Army Reserve applicant, lends a hand.



Baltimore Bn organizer, Keith Matyi, sorts through hundreds of boxes of contributions.

Nurse couple signs up

■ "Join the Army and get an edge on life." — While this slogan typifies why most people join today's Army, Columbus residents Richard and JoAnne Ashton have a different outlook than most of their peers. At the stage in their lives when most people are planning for retirement, this husband-wife team is exchanging their civilian lifestyle and well-established careers for an opportunity to serve their country and their fellow man.

Both recently were commissioned as first lieutenants in the U.S. Army Reserve as nurses with the 2291st U.S. Army Hospital.

"I thought we wouldn't qualify because of our age, but the requirements have changed," JoAnne related.

Soon after joining the Reserve,



Richard and JoAnne Ashton of Columbus, Ohio, recently joined up as Army nurses. (Photo by Jo Adail Stephenson)

Richard decided to seriously consider going on active duty.

His time in the military made a lasting impression, JoAnne noted. "When he was in the military the first time, he met a lot of people he looked up to, who were role models for him."

The medical profession and the Army are important to the Ashtons. It was what initially brought them together. They met when she was his boss. An operating room nurse, she was impressed with the training

he had received as an operating room technician in the military. He says he became a nurse because of his military training.

Looking forward to their time together in Germany, Richard and JoAnne plan to use their Army experience to serve as mentors for others, especially Richard, who feels it's his turn to serve as a role model to those who once walked in his shoes.

Jo Adail Stephenson, Columbus A&PA

Jimmy gives the oath

■ Former president Jimmy Carter swears in Gloria Joe as USAR nurse captain, assigned to HQ, 338th General Hospital in Niagara Falls, N.Y. From left to right is her husband, Gene Won Joe; father, Jack A. Crockford; mother, Eleanor M. Crockford; Carter; Joe; and SFC Wilson S. Yerger, Knoxville nurse recruiter.

Joe is a certified registered nurse anesthetist. She has a BSN from the University of Tennessee in Knoxville.



Rings

BALTIMORE

SFC David E. Sauls
SFC Alan M. Spencer

HONOLULU

SFC Joseph G. Frischmann
SSG Craig S. Toyooka
SFC Ernest Tumacder

BECKLEY

1SG William J. Hamblin
SFC Charlie A. Norman
SFC Windham T. Pittman

BOSTON

SFC Evelyn M. Sharp-Fitzgerald
SFC Robert L. Turmenne

COLUMBUS

SSG Thomas J. Gasser
SSG Richard D. Huchison
SSG Graham Webb III

LOUISVILLE

SGT Stephan D. Wilcox

NEW YORK CITY

SGT Ernest Santana

RICHMOND

SFC Lamarr E. Fry
SFC Elmer C. Hilbrant
SFC Richard G. Joyner
SSG Robert B. Richardson
SSG John R. Shepherd Jr.

SYRACUSE

SFC Thomas D. Saccone

MONTGOMERY

SGT Mitchell Culliver
SFC Hardwick O. Hall

NASHVILLE

SSG Davis F. Daniel
SSG Harold M. Rambert
SFC Walter Romei

RALEIGH

SSG Granville Barnes
SGT Sherman Patterson

DALLAS

SSG Donna F. Clement
SFC Brian W. Henley
SFC Mike V. Montoya
SSG Barry E. Smith

LITTLE ROCK

SFC John R. Cunningham
SSG Joseph L. Moye Jr.
SSG John P. Obrien

OKLAHOMA CITY

SSG Michael A. Hodges
SGM John R. Jones
SSG Nathan B. Rainey
SFC Edgardo Solerorodriguez
SFC Harvey R. Johnson

DENVER

SSG Charles L. Barroll Jr.
SFC Richard A. Hall
SFC Juan Moncada
SSG Robert E. Nicotelli Jr.
SFC Dave Persad

DES MOINES

SFC Phillip E. Geisler

DETROIT

SFC Alan W. Kunst

MILWAUKEE

SSG Joseph D. Bickett
SFC Lawrence A. Fry
SFC Robert H. Shaw

MINNEAPOLIS

SFC Andrew L. Sterner

ST LOUIS

SFC Robert L. Russell
SFC William R. Stonehouse

SALT LAKE CITY

SSG Ray D. Dyer
MSG George W. Reed

SEATTLE

SFC Kenneth R. Bussey
SFC Bruce A. Covey

NEW HAVEN

SFC Steven E. OConnell
MSG Harold E. Gommel Jr.

HARRISBURG

SSG Al J. Hines
SFC Treela M. Parker

SACRAMENTO

SSG Rudolph K. Abafo
SFC Daniel J. Galbraith
SFC Robert L. Harvey Jr.

SFC Roy R. Radtke
SSG Julia A. Sanchez

LANSING

SFC Mozelle D. Brown
SGT David L. Lawson
SFC Roger L. Taylor

COLUMBIA

SFC Ernest L. Watson

HOUSTON

SSG Jose M. Sanchez
SFC Robert C. Sloan

ALBUQUERQUE

SFC Jeffery C. Bickle
SFC Michael P. Harry
SFC Pamela M. Jordan

CINCINNATI

SFC Alton D. Brown
SFC Dennis M. Coomer
SFC Randall L. Howard
SFC Paul A. Newton
SSG James P. Smith

PEORIA

SFC Garry R. Fredericks

CHICAGO

SSG Humphrey Phelps Jr.

MIAMI

SFC Jimmy C. Barnes
1SG Mitchell A. Bowden

USAR AGR Merit Promotions for FY 90

The criteria for AGR promotion are as follows:

Sergeants and staff sergeants on their initial USAR AGR recruiting tour who have been awarded the recruiter ring, as well as the soldier designated USAREC New Recruiter of the Year.

Sergeants and staff sergeants on their second or subsequent USAR AGR recruiting tour who have been awarded the recruiter ring and have been designated one of the following: Recruiter of the Year, Nurse Recruiter of the Year, Soldier of the Year, Guidance Counselor of the Year.

Five additional USAR AGR recruiters, one per recruiting brigade, may be recommended for merit promotion.

Six USAR AGR recruiters received merit promotions during FY 90. They are:

- SFC Victor A. Calcano, San Juan Battalion
- SFC Harry N. Ryan, Albuquerque Battalion
- SFC Carol Whiting, Brunswick Battalion
- SSG Roland A. Deleon, Honolulu Battalion
- SSG Manuel W. Short, Oklahoma City Battalion
- SSG Kyle J. Upton, Beckley Battalion

Gold Badges

HQ USAREC

SSG Charles Scott

BALTIMORE

SFC Alton A. Banks
SFC Norman Conyers
SSG John D. Dunne
SSG Tony Hileman
SFC Joseph L. Ivery Jr.
SSG Robert A. Shelson
SSG William M. Smith
SSG Charles E. Stanley
SSG Curtis M. Thomas
SFC Ida L. Torres

HONOLULU

SSG Anthony F. Allen
SSG Chris E. Carroll
SST Richard H. Jones
SGT James W. Moore

BECKLEY

SSG Ritchie D. Inns
SGT Kenneth Warner

BOSTON

SSG William Janey
SSG Todd Klomp
SGT Patrick W. McIntire

COLUMBUS

SGT Anderlyn L. Ashby
SSG Tommy D. Baker
SSG Whip A. Blackwell
SGT Lester W. Coleman
SGT Ian E. Hookfin
SSG Roy A. Walter

LOUISVILLE

SSG Ernie E. Bagley
SGT James W. McDaniel Jr.

NEW YORK CITY

SSG Billie M. Cherry
SSG Javier Gomez
SSG Allen A. Jackson
SSG David Lindsay
SFC Hector Martinez

PHILADELPHIA

SSG David Bower
SSG Ellis L. Brock
SSG David Degenhardt
SGT Janice Doss
SSG James L. Floyd
SSG Leonard Queen
SGT John Sheehy

PITTSBURGH

SSG John Hancock
SGT Terry L. Smith
SSG Ronald C. Wright

RICHMOND

SSG Benny L. Harris
SGT Charles Hickson
SSG Kurt Mitchell
SFC Cincella J. Sherrod
SSG Eddie W. Thornton Jr.

SYRACUSE

SSG Ronnie L. Coy
SFC Dory Laude

ATLANTA

SSG Jasper L. Bembry
SSG John J. Holzapfel
SFC Joyce A. Liggins
SSG Marc J. Pfrogner

JACKSONVILLE

SSG Alonza Carpenter
SGT Michael D. Facella
SGT Craig Johnson
SSG Mark Lamb
SSG Alphonzo Mannings
SGT Michael O'Connor
SSG Todd Woods
SGT Ricky L. Wright

NASHVILLE

SGT Christopher Bostic
SSG Samuel R. Walter

RALEIGH

SGT Richard Baker
SSG Otea Burks Jr.
SSG Warren Demarest
SGT Gregg Johnson
SSG William Page
SSG Lindsay Smith
SFC Jimmy Wright

DALLAS

SSG Jana K. Buckner
SFC John Scott

LITTLE ROCK

SSG Kyle M. Fiske

OKLAHOMA CITY

SGT Terry W. Bates
SSG William J. Brown
SSG Brian P. Strong
SSG Joseph T. Walker

SAN ANTONIO

SSG Carlos Santana

CHICAGO

SSG Gordon E. Bobbitt
SSG Henry J. Brown
SSG Robert D. Carswell
SFC Jean E. Earvin
SSG Lee A. Fields
SFC Roger E. Harris
SFC Bobby J. Morrison
SGT Curtis Walton Jr.

DENVER

SSG Terry W. Hogan
SSG William H. Murdock

INDIANAPOLIS

SFC John E. Hodel
SSG Terry L. Purdin

KANSAS CITY

SSG Richard E. Bolan
SSG Christopher Brown
SFC Craig C. Conant
SSG William H. Gray

SSG Michael A. Harp

SGT Michael M. McElroy
SSG Richard C. Morris
SGT Claude D. Nelson Jr.
SSG Bryan R. Williams
SSG Rickey Williams
SGT Michael L. Wilson

MILWAUKEE

SFC Ricky A. Voeltner

MINNEAPOLIS

SFC Stephen L. Chamberlain
SSG Gregory J. Eleeson
SSG Richard E. Johnson
SGT Renee D. Kiel

ST LOUIS

SSG Clyde J. Hendricks
SSG Michael V. Kempf
SSG Taft D. Turner

LOS ANGELES

SSG Princeton L. McDowell

SAN FRANCISCO

SGT Andrew J. Colon
SGT Frank E. Dean
SSG Floyd M. Dyer
SSG Robert G. Harkreader
SGT Michael D. Mitchell

PHOENIX

SSG Duane A. Broyhill
SSG Peter Buckles
SGT Nelson Holcombe
SSG Willard B. Holt Jr.
SFC Charles T. House Jr.
SGT Anthony Jansen
SSG Corinne M. Purucker
SSG Donald Taylor

PORTLAND

SSG Richard G. Sjolin
SALT LAKE CITY

SGT Lisa A. Parsons

SSG Mark G. Reed

SEATTLE

SSG Michael H. Feehan

SAN JUAN

SSG Hiram Paolitieri
SSG Byron Phillips
SGT Porfirio Plazaortiz

NEW HAVEN

SSG George Cockrell
SGT Stanford Jones
SSG Viola Redic

HARRISBURG

SSG Gregory Dawson

NEWBURGH

SSG Charles A. Harris Jr.
SGT Anthony W. Kelly
SSG Felix Rivera, Jr.

SACRAMENTO

SSG Richard C. Hernandez
SGT James W. Lapsley Jr.
SGT John R. Rosenberger

SSG Jayme Trujillo

SSG Nestor I. Vallebrignoni

OMAHA

SFC Joseph M. Mick

LANSING

SFC Emma J. Burns
SSG Harold Carpenter

SSG Joseph F. Cruz

SSG Brian Goodreau

SGT David L. Lawson

SSG Douglas Maybin

SGT Karl Scott

SSG Michael J. Smith

SSG Gerald Williams

COLUMBIA

SSG Michael Sanderford

SSG Rex A. Thomas

CLEVELAND

SSG Thomas Dennison SFC

Ivory Hunter

SSG Jeffrey Telepak

HOUSTON

SSG Elizabeth A. Franklin

SSG Angela O. Walton

ALBUQUERQUE

SGT Keith R. Adrian

SSG Thomas V. Kulik

SSG Mayra Paini

CHARLOTTE

SSG Christopher R. Barton

SSG Gary Bowman

SSG Allen L. Campbell

SSG Vera Geradeaujones

SGT Kevin M. Haynes

JACKSON

SSG Roy Golatt

CINCINNATI

SSG Charles J. Beckman

SFC Kenneth L. Dickerson

SFC Darrell L. Furman

SGT Michael D. Myers

SGT James O'Donnell

PEORIA

SFC Michael Brooks

SGT Ray Robinson

SSG Christopher Springs

ALBANY

SSG Kenneth E. Cole

SSG Rodney E. Edwards

SSG Mark W. Ellis

SGT Manuel Ruiz

MIAMI

SFC Johnny Kelly

SFC Edward King

SSG Artie Laidler

SFC William Veguilla-Martinez

SSG James K. Ward

SSG Joseph R. Weber

SSG Jessie M. White

RSC Touring Schedule

DECEMBER

Cinema Vans

ALBANY Nov. 27 - Dec. 14
CLEVELAND Nov. 26 - Dec. 14
HOUSTON Nov. 27 - Dec. 14
INDIANAPOLIS Nov. 26 - Dec. 14
JACKSONVILLE Nov. 27 - Dec. 14
LITTLE ROCK Nov. 27 - Dec. 14
NEW ORLEANS Nov. 27 - Dec. 14
SAN FRANCISCO Nov. 27 - Dec. 14

Cinema Pods

BALTIMORE Nov. 27 - Dec. 14
CHARLOTTE Nov. 27 - Dec. 14
DETROIT Nov. 27 - Dec. 14
PORTLAND Nov. 27 - Dec. 14
RALEIGH Nov. 27 - Dec. 14
SALT LAKE CITY Nov. 27 - Dec. 14
SAN ANTONIO Nov. 27 - Dec. 14
SYRACUSE Nov. 27 - Dec. 14

High Technology Exhibit Van

ATLANTA Nov. 27 - Dec. 14

JANUARY

Cinema Vans

ALBUQUERQUE Jan. 14-25
BALTIMORE Jan. 14-25
INDIANAPOLIS Jan. 14-28
MIAMI Jan. 14-28
MONTGOMERY Jan. 14-25
NEW YORK Jan. 14-25
PEORIA Jan. 14-25
SACRAMENTO Jan. 14-25

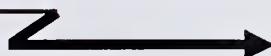
Cinema Pods

ATLANTA Jan. 14-28
CLEVELAND Jan. 14-25
COLUMBUS Jan. 14-25
HARRISBURG Jan. 14-25
HOUSTON Jan. 14-25
ST. LOUIS Jan. 14-25
SAN FRANCISCO Jan. 14-25
SEATTLE Jan. 14-25

High Technology Exhibit Van

JACKSONVILLE Jan. 14-31

Flash



The Recruiters of the Year will be highlighted in the February 1991 issue of the *Recruiter Journal*, due to the scheduling of this year's selection board.

It reads backwards

The group photo of the Task Review Panel printed on page 22 of the November issue of the *Recruiter Journal* was "flopped" in the printing process.

This means the photo was reversed and you should read the names from right to left, instead of from left to right as indicated in that issue.

Congratulations

2d Brigade made combined mission box for FY 90; this means they are also winners of the CG's Team Excellence Award.

Binghampton Company of the Syracuse (N.Y.) Battalion also made combined mission box for FY 90; they too are winners of the CG's Team Excellence Award.

Matters of Integrity

The allegation of concealed medical information is reported to USAREC by a LNNCO, and an investigation initiated. During this particular investigation, Recruiter Bandaid says he knew of "some alcohol or other problem," but denies knowing of the history of depression and treatment. Based on sworn statements by witnesses and the fact that Recruiter Bandaid did not document or delve further into "some alcohol or other problem," it was proven that Recruiter Bandaid in fact did conceal a medical condition. This is in violation of USAREC Regulation 601-45, paragraph 2-3e.



FLARE

I AM A
SOLDIER.
COUNT
ON ME.

ARMY.
BE ALL YOU CAN BE.